



TASK ORDER

47QFCA19F0069

**Department of Defense (DoD) Worldwide Cyber Training and
Workforce Development**

In support of:

**Defense Cyber Crime Center (DC3)
Cyber Training Academy (CTA)**



Issued to:

**Jacobs Technology Inc
600 Willam Northern Boulevard
Tulahoma, TN 37388**

**under the General Services Administration (GSA) Alliant II
Multiple Award Contracts
Conducted under Federal Acquisition Regulation (FAR) 16.505**

Issued by:

**The Federal Systems Integration and Management Center (FEDSIM)
1800 F Street, NW (QF0B)
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SECTION C –PERFORMANCE WORK STATEMENT

C.1 BACKGROUND

In 1998, the Defense Cyber Crime Center (DC3) was established with the primary mission of providing computer forensic services and cyber training to the Department of Defense (DoD). Today, DC3 has expanded to six integrated mission areas, one of which includes, providing cyber training to DoD personnel whose duties include Document and Media Exploitation (DOMEX), securing DoD information systems from unauthorized use, counterintelligence, and criminal and fraudulent activities. DC3 operates under the Air Force Office of Special Investigations (AFOSI or OSI).

As part of its mission, DC3 CTA, also known as “the Academy,” provides cyber training to the Defense Criminal Investigative Organizations (DCIOs) and provides for certification of its personnel in the areas of computer incident response and forensic examination(s). The Academy also provides cyber training to the Cyber Mission Forces (CMF), which was instrumental in helping the United States Cyber Command’s (USCYBERCOM) 133 CMF teams attain Initial Operational Capability (IOC) and Full Operational Capability (FOC) and advancing the CMF personnel from Journeyman through Master Level competency.

The Academy is the vanguard of providing best-in-class cyber training to the DoD’s Cyber Workforces. The training support provided by the Academy includes a close partnership with the USCYBERCOM Directorate of Joint Exercises and Training (J7) and the Service Cyber Components (SCCs) in the development and delivery of specialized cyber training to USCYBERCOM’s Cyber Protection Teams (CPTs). The Academy also supports Outside the Contiguous United States (OCONUS) cyber training to the nation’s Five Eyes (FVEY) partners, North Atlantic Treaty Organization (NATO) allies, and other international partners.

The Academy’s training is delivered primarily via three methods: in residence, Mobile Training Teams (MTTs), and online training via the Academy’s distance learning platform. The variant needs of the Academy’s customers necessitates a shift in the training paradigm away from a one-size-fits-all approach to a more customized and deliberate curriculum specialized and differentiated to the needs of the Academy’s two primary customer bases: USCYBERCOM/SCCs and the DCIOs.

C.1.1 PURPOSE

The purpose of the TO is to acquire contractor support for the modernization, design, development, and delivery of specialized cyber training.

C.1.2 AGENCY MISSION

The Academy’s mission is to provide cyber training to USCYBERCOM, the SCCs, DCIOs, and other DoD personnel whose duties include defending DoD information systems from illegal, unauthorized, or counter-intelligence activities.

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C.2 SCOPE

The scope of this effort includes providing program management, Academy operations and administration, course and curriculum development, training environment and capabilities, cyber training delivery, MTTs, and on-demand cyber training.

C.3 CURRENT TRAINING ACADEMY OVERVIEW

C.3.1 TRAINING COURSES AND CURRICULUM

The Academy's training primarily prepares DoD personnel in cyber-force specialty areas with the knowledge and expertise to utilize various tools and techniques to investigate, audit, defend, monitor, detect, analyze, and mitigate threats to DoD networks and Information Technology (IT) systems.

The Academy's current curriculum is differentiated into two primary (and complementary) domains: DCIO cyber training and CMF/CPT training. The curriculum focus areas are largely relational to the primary work role functions of each but not necessarily exclusive to each; they are, in most cases, complementary. Succinctly, DCIO personnel may take CMF-centric training and CMF personnel may take DCIO training, and the courses they take will have complementary results for them regardless of specific alignment to their respective work roles.

The Academy's DCIO curriculum is primarily comprised of four courses aligned to providing incident response and computer forensic training and certifications. In addition to the Academy's certifications, the successful completion of selected DCIO courses enables certain military personnel to be eligible for an Additional Skill Identifier (ASI) to their Military Occupational Specialty (MOS).

The Academy's CMF/CPT curriculum is comprised of a set of tailored courses that have been approved and validated by USCYBERCOM J7, Exercise and Training, as the joint training standard for CPT squad members since 2015. These courses have been successfully utilized by the SCCs and USCYBERCOM J7 to train all CPTs to IOC and FOC status.

Additional resources and information are provided in the DC3 CTA acquisition portal (to be removed at the final proposal submission date). Instructions for accessing the portal are provided in Attachment V of the TOR. Note: the current courses and curriculum detailed in portal should not be considered as an end or perfected state.

C.3.2 TRAINING ENVIRONMENT

The Academy currently operates out of leased facilities located in Linthicum and Columbia, Maryland (MD). The leased space in Linthicum is managed under a lease by the United States (U.S.) Army Corps of Engineers. The Linthicum location provides workspaces for contractor staff including the registrar office, contractor support staff for the operations of the DC3 CTA, and course and curriculum development staff. The leased space in Columbia is managed under the incumbent TO via an ODC. The Columbia location consists of five rented classrooms used solely to deliver in-residence cyber training for students in the National Capital Region (NCR).

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The Academy also provides training personnel onsite at the United States Navy's (USN's) Center for Information Warfare Training (CIWT) at Corry Station, Pensacola, Florida (FL), and USN Information Warfare Training Command (IWTC) Norfolk, Virginia (VA). The personnel located onsite at CIWT provide training project management, course and curriculum development and maintenance, and instructional delivery. The personnel located onsite at IWTC provide instructional systems design. This support is anticipated to remain in effect and grow approximately five percent annually through the period of performance of this TO.

The objective of this TO is to relocate the current Academy operations and classrooms (excluding worked performed on Government sites, such as Pensacola, FL and Norfolk, VA) to a contractor-owned and operated facility.

C.3.3 TRAINING CAPABILITIES

The Academy currently utilizes a custom developed, managed, and maintained system called Distance Learning Support System (DLSS). Through time, the role of DLSS has evolved from a platform for online training to one that provides all secure web services, distance education services, student registration services, public web services, student assessments, surveys, and statistics. The underlying Learning Management System (LMS) technology, called Plateau, is a legacy product and is no longer being supported by the software provider. In addition to using functionality in Plateau, the Academy leverages a product called Moodle for training, testing, and assessing a student's performance. The Academy's DLSS is a hardware-based platform, currently housed in a commercial data storage facility (TierPoint) in Baltimore, MD. Virtual Machine capability is provided through DLSS via Amazon Web Services (AWS). Liferay is the current Content Management System (CMS) used in support of the public-facing website (www.dcita.edu).

All classroom equipment is currently provided as Government-Furnished Equipment (GFE).

The objective of this TO is to replace existing classroom GFE with Contractor-Furnished Equipment (CFE). In addition, the contractor shall replace and/or modernize the current training system capabilities.

C.3.4 TRAINING ACCREDITATION

The Academy is accredited by the Council on Occupational Education (COE) as well as the International Association of Continuing Education and Training (IACET). Additionally, some of the Academy's courses have been vetted by the American Council of Education (ACE) and have college-level course credit recommendations from ACE. The objective of this TO is to ensure accreditations are maintained in good standing with the respective accrediting body.

Council on Occupational Education (COE)

The Academy is accredited by the COE and was most recently recertified in 2013. The contractor shall maintain the Academy's current COE Self-Study, keeping it current, relevant, and consistent with COE's requirements.

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American Council on Education (ACE)

Several of the Academy's current course offerings have been vetted by ACE and recommended by ACE for lower and upper division college credit. It is anticipated that, during the execution of this requirement, the Academy's courses with ACE college credit recommendations will need review and re-assessment by ACE. The contractor shall perform tasks necessary to support all ACE reviews.

International Association for Continuing Education and Training (IACET)

The Academy is accredited by IACET to issue Continuing Education Units (CEUs) for Academy courses and various training materials. This accreditation is a validation of the Academy's course design and development processes and demonstrates that these processes are aligned to American National Standards Institute (ANSI)/IACET standards. The contractor shall perform tasks necessary to maintain this certification including making certain course development processes and procedures maintain alignment to ANSI/IACET standards.

Commercial Certifications

The Academy's curriculum framework is designed to meet the needs of the SCCs, USCYBERCOM, and DCIOs and is aligned to the Defense Cyber Workforce Framework as well as the National Initiative for Cybersecurity Education (NICE) framework. The Academy's curriculum is designed to meet student training needs to achieve the terminal learning objectives indicated in this TO (e.g., Computer Forensic Examiner and Digital Media Collector) through alignment with the NICE and, when applicable and practical, alignment with various commercial certifications (e.g., Network+, Security+, and EnCase Certified Examiner (EnCE)).

Expanding Curriculum Accreditations

The Academy continues to expand the scope of course validations into higher education accreditations. The goal is to increase acceptance, validation, and integration of the Academy's courses, courseware, and training offerings into the DoD and United States Air Force (USAF).

C.4 OBJECTIVE

The objective of this TO is to modernize and advance the Academy's current training environment and capabilities and enable the delivery of best-in-class cyber training to the DoD's cyber mission forces. The objectives of this TO will be achieved via the following:

- a. Transitioning from a Government-operated environment to a contractor-operated environment.
- b. Transitioning the current training environment to a modern, fully digital cyber classroom experience complete with integrated and scalable 'cyber training platform' support capabilities.
- c. Providing a robust and scalable replacement for the current DLSS (to include the online training functionality as well as the student support utility).
- d. Advancing the DoD workforce training courses and curriculum to keep pace with the demands of the cyberspace domains.

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C.5 TASKS

The following tasks are in support of this TO:

- a. Task 1 – Program Management
- b. Task 2 – Transition
- c. Task 3 – Cyber Training Academy (CTA) Operations and Administration
- d. Task 4 – Cyber Training Courses and Curriculum
- e. Task 5 – Cyber Training Environment and Capabilities
- f. Task 6 – Cyber Training Delivery
- g. Task 7 – USN CIWT Training
- h. Task 8 – Mobile Training Teams (MTTs)
- i. Task 9 – Additional Cyber Training Classrooms (Optional)
- j. Task 10 – On-Demand Cyber Training Support (Optional)

C.5.1 TASK 1 – PROGRAM MANAGEMENT

The contractor shall provide program management support under this TO. This includes the management and oversight of all activities performed by contractor personnel, including subcontractors, to satisfy the requirements identified in this Performance Work Statement (PWS).

C.5.1.1 SUBTASK 1 – ACCOUNTING FOR CONTRACTOR MANPOWER REPORTING

The contractor shall report ALL contractor labor hours (including subcontractor labor hours) required for performance of services provided under this contract for DC3 via a secure data collection site. The contractor is required to completely fill in all required data fields using the following web address: <http://www.ecmra.mil/>.

Reporting inputs will be for the labor executed during the period of performance during each Government Fiscal Year (FY), which runs October 1 through September 30. While inputs may be reported any time during the FY, all data shall be reported No Later Than (NLT) September 30 of each calendar year.

As specified in the Enterprise Contractor Manpower Reporting Application (ECMRA)'s user manual (prime contractors), the prime contractor's responsibilities are:

- a. Create contracts and add orders to the DoD ECMRA if the contracts and/or orders do not already exist in the system.
- b. Claim the orders for which it is the prime contractor, if the order already exists in the system.
- c. Enter order data, contact data, and location data for each order.
- d. Verify that subcontractors have entered location data (if applicable).

The contractor shall use the following identification codes for the ECMRA Application:

Funding Agency ID: To Be Provided at Contract Award

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Funding Office ID: To Be Provided at Contract Award

Requiring Activity UIC: To Be Provided at Contract Award

Major Command of Requirement Activity: To Be Provided at Contract Award

C.5.1.2 SUBTASK 2 – COORDINATE A PROJECT KICK-OFF MEETING

The contractor shall schedule, coordinate, and host a Project Kick-Off Meeting at the location approved by the Government (**Section F, Deliverable 1**) within ten workdays of TO Award (TOA). The meeting shall provide an introduction between the contractor personnel and Government personnel who will be involved with the TO. The meeting shall provide the opportunity to discuss technical, management, and security issues, and travel authorization and reporting procedures. At a minimum, the attendees shall include Key contractor Personnel, representatives from the directorates, the Academy Technical Point of Contact (TPOC), other relevant Government personnel, and the Federal Systems Integration and Management Center (FEDSIM) Contracting Officer (CO) and FEDSIM Contracting Officer's Representative (COR).

At least three workdays prior to the Kick-Off Meeting, the contractor shall provide a Kick-Off Meeting Agenda (**Section F, Deliverable 2**) for review and approval by the FEDSIM COR, DC3 Business COR, and the Academy TPOC prior to finalizing. The agenda shall include, at a minimum, the following topics/deliverables:

- a. Points of Contact (POCs) for all parties.
- b. Personnel discussion (i.e., roles and responsibilities and lines of communication between contractor and Government).
- c. Staffing Plan and status.
- d. Transition-In Plan and discussion. This must include an update on the plan to relocate to the contractor facility and classrooms.
- e. Security discussion and requirements (i.e., building access, badges, Common Access Cards (CACs)).
- f. TO administration and invoicing requirements.

The Government will provide the contractor with the number of Government participants for the Kick-Off Meeting, and the contractor shall provide sufficient copies of the presentation for all present.

The contractor shall provide a Kick-Off Meeting Minutes Report (**Section F, Deliverable 3**) documenting the Kick-Off Meeting discussion and capturing any action items.

C.5.1.3 SUBTASK 3 – PREPARE A MONTHLY STATUS REPORT (MSR)

The contractor shall develop and provide an MSR (Section J, Attachment F sample) (**Section F, Deliverable 4**). The MSR shall be presented at the Monthly Technical Status Meeting (**Section F, Deliverable 5**). The MSR shall include the following:

- a. Activities during reporting period, by task (include ongoing activities, new activities, and activities completed, and progress to date on all above mentioned activities). Each section shall start with a brief description of the task.

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- b. Problems and corrective actions taken. Also include issues or concerns and proposed resolutions.
- c. Personnel gains, losses, and status (e.g., out-processing, in-processing, security clearances, etc.). This shall include a copy of the latest Organizational Chart.
- d. Cyber training environment(s) and classroom issues, problems, outages, repairs, updates required, etc.
- e. Contractor facility issues and updates.
- f. Government actions required.
- g. Schedule execution and forecast reports defined during the Program Baseline Review (show major tasks, milestones, and deliverables; planned and actual start and completion dates for each).
- h. Financial management reports defined during the Program Baseline Review which shall include rate and usage variance.
- i. Summary of trips taken, conferences attended, etc. (attach Trip Reports to the MSR for reporting period).
- j. Invoiced and incurred costs for each CLIN and associated work effort, through the period of the MSR. For costs incurred, the report shall include the name of each contractor employee, their position, the tasks performed (by charge code), and the hours associated with that task (by charge code). Charge codes shall be aligned to Military Interdepartmental Purchase Request (MIPRs), as needed, such that the Government can track contractor work hours by functional area and decrement any MIPR balances associated with that work activity, as appropriate.
- k. Any overtime worked and/or invoiced for the reporting period shall be highlighted and detailed.
- l. Quantifiable projected costs (projected to be incurred) for each CLIN and or Government-defined Work Breakdown Structure (WBS) elements from the end of the reporting period to the end of the Option Period with monthly revisions, as necessary. Additionally, the report shall specifically identify projected and remaining costs by CLIN for all work funded externally via MIPR.
- m. Variance explanations shall be reviewed for the top five variances that trip the variance thresholds defined during the Program Baseline Review.
- n. Time-phased manpower report by labor category.
- o. Description of proposed baseline solutions versus actual solutions provided.

C.5.1.4 SUBTASK 4 – CONVENE OPERATIONAL/TECHNICAL STATUS MEETINGS

The contractor shall convene a weekly Technical Status Meeting (**Section F, Deliverable 6**) with the Academy TPOC, FEDSIM CO, FEDSIM COR, and other applicable Government stakeholders. The purpose of this meeting is to ensure all stakeholders are informed of the activities, provide opportunities to identify other activities and establish priorities, and coordinate resolution of identified problems or opportunities. Such topics may include forecasted travel, purchasing (ODCs/Tools), training events, and other activities. In general, the weekly meetings shall cover topics to be eventually detailed in the final MSR deliverable.

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The contractor Program Manager (PM) shall provide minutes of these meetings, including attendance, issues discussed, decisions made, and action items assigned, to the FEDSIM COR. These meeting minutes shall be provided to the Academy's Director and Deputy Director, Academy TPOC, and FEDSIM COR within five workdays of the meeting.

C.5.1.5 SUBTASK 5 – DEVELOP AND MAINTAIN AN INTEGRATED MASTER SCHEDULE (IMS)

The contractor shall develop a baseline and forecast resource-loaded IMS utilizing Microsoft (MS) Project (2013 or later) (**Section F, Deliverable 7**). The contractor shall provide a Draft IMS NLT 30 workdays after TOA and a Final IMS NLT 60 workdays of TOA. The contractor shall provide monthly IMS reports (on the 10th of each month). The contractor shall propose or use the DC3-approved WBS, Data Dictionary, and Charge Code Structure and encompass all elements of cost needed to execute the entirety of scope (both Level of Effort (LOE) and discrete work) outlined in this TO. The WBS shall delineate specific scope areas (e.g., internal (Academy) versus external customer scope). Tasks shall be decomposed into granular manageable activities. The contractor shall ensure the IMS is in compliance with DI-MGMT-81861 Format 6.

In addition, the contractor shall:

- a. Provide all resources (labor categories or by individual) needed to execute the scope within the IMS.
- b. Provide all labor resources (hours and average rates) in the IMS.
- c. Provide all ODC and material resources (in dollars) in the IMS.
- d. Provide a time phase of all resources within the IMS.
- e. Develop and maintain an IMS baseline management process (approved by DC3).
- f. Conduct a monthly IMS Baseline and Forecast (submit updated baseline and forecast data no later than ten workdays after the end of the contractor financial period close).
- g. Document baseline changes with appropriate approvals.

C.5.1.6 SUBTASK 6 – PROGRAM BASELINE REVIEW

The contractor shall conduct program baseline reviews of the scope, schedule, and costs represented in the approved IMS and present the information to the Academy TPOC, DC3 Business COR, and other relevant Government stakeholders. The contractor shall conduct a program baseline review NLT 60 calendar days after TOA (**Section F, Deliverable 8**) to be approved by the Government. The contractor shall conduct each baseline review within 30 calendar days of exercising an Option Period.

The contractor shall incorporate the following in the program baseline review:

- a. IMS Baseline Schedule (includes the scope of the entire base or option period).
- b. Time-phased Cost Plan by WBS and CLIN.
- c. WBS.
- d. Data Dictionary.
- e. Charge Code Structure.

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- f. Variance Reporting Thresholds.
- g. Project Management Plan (PMP) (**Section F, Deliverable 11**) and discussion including schedule, risk, tasks, etc.
- h. Draft Financial Report Format.

C.5.1.7 SUBTASK 7 – RISK MANAGEMENT

The contractor shall develop, implement, and maintain a comprehensive Risk Management Plan (**Section F, Deliverable 9**), as part of the overall PMP, for all tasks executed under this TO.

The Risk Management Plan shall include:

- a. Identification of risks, and the assessment of risks and their impacts, prioritization, mitigation, and control plans.
- b. Risk tracking, monitoring, and reporting process.
- c. Risk processes including the development of recovery plans in the event risks are realized.
- d. Integrated project plans and course development activities undertaken in support of this TO.
- e. Escalation timelines and procedures for notifying the Government.
- f. Supply Chain Risk Management (SCRM) Plan (**Section F, Deliverable 10**) including the elements of control in accordance with SA-12 of the National Institute of Standards and Technology (NIST) Special Publication (SP) 800-53.
- g. SCRM Plan shall identify critical elements of the contractor's proposed Training System Solution as defined by the Criticality Analysis results with Security Category (SC) in accordance with Federal Information Processing Standards (FIPS) Publication 199.

The contractor shall notify the Government of all identified risk(s) that could impact overall performance to the classroom training environment, cyber training platform, online training environment, course delivery, or other key program milestones and activities.

C.5.1.8 SUBTASK 8 – PREPARE A PROJECT MANAGEMENT PLAN (PMP)

The contractor shall provide a PMP that documents all task/subtask requirements performed under the TO. The contractor shall provide the Government with a draft PMP (**Section F, Deliverable 11**) on which the Government will make comments. The final PMP (**Section F, Deliverable 11**) shall incorporate the Government's comments.

The PMP shall:

- a. Describe the proposed management approach.
- b. Describe the proposed management approach for developing and maintaining the IMS Baseline and Forecast.
- c. Describe the proposed financial management approach which includes cost and schedule integration, development of Estimate to Complete (ETC) and Estimate at Complete (EAC).
- d. Contain detailed Standard Operating Procedures (SOPs) for all tasks.

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- e. Include milestones, tasks, and subtasks required in this TO.
- f. Describe in detail the contractor's approach to risk management under this TO.
- g. Describe in detail the contractor's approach to communications, including processes, procedures, communication approach, and other rules of engagement between the contractor and the Government.
- h. Include the current Organizational Chart.
- i. Describe in detail the contractor's approach to obtaining short-term specialized expertise, when required.
- j. Include a schedule of upcoming events, workshops, and exercises for the period.

The contractor shall develop, deliver, and keep current a PMP for deliverables and activities described in this TO.

The Government will provide a schedule for the upcoming planned events, workshops, and exercises that require contractor support. The schedule shall serve as input to the contractor's baseline schedule and or forecast schedule. The Government schedule is subject to change by the Government as requirements evolve.

The PMP is an evolutionary document that shall be updated annually at a minimum to reflect the upcoming events, workshops, and exercises (**Section F, Deliverable 12**). The contractor shall work from the latest Government-approved version of the PMP.

C.5.1.9 SUBTASK 9 – PREPARE TRIP REPORTS

The Government will identify the need for a Trip Report when the request for travel is submitted (**Section F, Deliverable 13**). The contractor shall keep a summary of all long-distance travel including, but not limited to, the name of the employee, location of travel, duration of trip, and POC at travel location. Trip reports shall also contain Government approval authority, total cost of the trip, a detailed description of the purpose of the trip, and any knowledge gained. At a minimum, trip reports shall be prepared with the information provided in Section J, Attachment G.

C.5.1.10 SUBTASK 10 – ASSET MANAGEMENT SERVICES

The objective of this TO is to move to a contractor-owned and contractor-operated environment. This objective includes maximizing the use of CFE in support of the TO, thereby reducing the use of GFE. With the exception to performance at USN sites and some Academy GFE, the contractor shall provide all equipment and materials necessary to support operations and training for the Academy. The contract shall provide temporary asset management support for GFE during the transition period. Following transition, the contractor shall provide asset management on all GFE provided as a part of the TO in accordance with DC3 policies.

C.5.2 TASK 2 – TRANSITION

C.5.2.1 SUBTASK 1 – TRANSITION-IN

This subtask addresses requirements for the entire transition period to include the initial, seamless transition from the incumbent operations and the complete buildout of the contractor's

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proposed facility. Transition-in shall be accomplished using a two-phased transition approach, the IOC (**Section F, Deliverable 15**) and the FOC (**Section F, Deliverable 16**). Phase 1 of the transition, referred to as IOC at completion, shall be delivered NLT 90 calendar days following TOA. The Phase 2 of the transition, referred to as FOC at completion, shall be delivered NLT 180 calendar days following TOA.

Immediately following award, the contractor shall begin implementing its phased Transition-In Plan (provided as a part of the proposal). The contractor shall provide a status/progress update of its transition-in activities at the Kick-Off Meeting and weekly updates thereafter. The contractor shall notify the Government immediately of risks impacting transition.

Phase 1/IOC - Completion NLT 90 calendar days after TOA

To achieve IOC, the contractor shall transition a minimum of five initial classrooms from the current Government leased space into a contractor-provided facility located within the radius specified in F.2.1. The initial five classrooms shall be equipped with student workstations and all necessary infrastructure and equipment to support the learning objectives of the scheduled courses. The primary objective of IOC is to transition the operations from the incumbent to the new contractor and ensure minimal disruption to scheduled classes. The contractor shall ensure classrooms and capabilities meet the specifications and standards provided as a part of the current classroom training environment. The contractor shall provide written agreement/acknowledgement (**Section F, Deliverable 36**) NLT 30 calendar days following TOA that it understands the current training classroom specifications and training system capabilities to be delivered/replicated at delivery of IOC.

The contractor shall work directly with the Government and incumbent, as required, to identify existing GFE to be transitioned/transferred to the IOC facility and temporarily used (until FOC) to support the continuity of training. GFE may include classroom equipment, course materials, hardware, software, and other virtualization capabilities per the classroom and course designs specifications. The contractor shall work directly with the Government and incumbent to identify courses in advance to be scheduled upon IOC in the contractor's facility and coordinate the transfer of roles and responsibilities of instructional delivery of courses. In addition, the contractor shall assume responsibility of all USN CIWT incumbent operations and training efforts. The contractor shall work directly with the Government and incumbent to identify the course schedule and coordinate the transfer of roles and responsibilities of instructional delivery of courses.

At IOC completion, the contractor shall assume full responsibility of Academy scheduled courses (within the five initial classrooms) and the CIWT scheduled courses. In addition, the contractor shall have transitioned general operations located in Linthicum, MD (described in C.3) to the contractor-provided facility. The contractor shall assume operations and maintenance of the current training systems and capabilities (i.e., DLSS, Website, etc.) if the proposed replacement is not yet available. For Academy classrooms, the Government will utilize the facility specifications and training system capabilities currently provided as the acceptance criteria for the five initial classrooms. All course instructors delivering training under the TO shall have scored a 90 percent or higher on course exams for which they are scheduled to teach and shall have provided test results prior to the scheduled course.

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Phase 2/FOC - Completion NLT 180 calendar days after TOA

To achieve FOC, the contractor shall establish the remaining five classrooms, for a total of ten classrooms, in a contractor-provided facility. The ten classrooms shall be fully equipped with necessary student workstations, infrastructure, and equipment to support the classroom training environment and learning objectives of the courses.

At FOC completion, the contractor shall begin training within the five additional classrooms. Throughout the transition-in period, the Government intends to phase out end-of-life GFE while replacing it with proposed CFE (if applicable). The contractor shall coordinate with the Government to establish a list of end-of-life GFE to be phased out. The contractor shall ensure all ten classrooms meet the final specifications identified in Section C.5.5.1 and H.3.1. The Government will use the contractor's proposed classroom and lab design (submitted as a part of the proposal) as the final inspection and acceptance criteria for the contractor-provided facility. In addition, the Government will inspect the DLSS Replacement System and the new Cyber Training Platform to ensure these capabilities support the current course objectives and exercises (as specified in the current course materials) for DCIO and CPT training courses.

C.5.2.2 SUBTASK 2 – TRANSITION-OUT

The contractor shall provide transition-out support when required by the Government. The Transition-Out Plan shall facilitate the accomplishment of a seamless transition from the incumbent to incoming contractor/Government personnel at the expiration of the TO. The contractor shall provide a Transition-Out Plan within six months of Project Start (PS) (**Section F, Deliverable 17**). The Government will work with the contractor to finalize the Transition-Out Plan in accordance with Section E. At a minimum, this Transition-Out Plan shall be reviewed and updated on an annual basis (**Section F, Deliverable 18**). Additionally, the Transition-Out Plan shall be reviewed and updated quarterly during the final Option Period.

In the Transition-Out Plan, the contractor shall identify how it will coordinate with the incoming contractor and/or Government personnel to transfer knowledge regarding the following:

- a. Identify considerations and recommendations for successfully relocating operations to another facility.
- b. Identify risks and impacts of moving from the current contractor facility to a new facility and mitigations to prevent the loss of classroom training services.
- c. Classroom configuration specifications including equipment, tools, and materials used in support of courses.
- d. Course designs and other critical training knowledge.
- e. DLSS Replacement and Cyber Training Platform specifications and hosting requirements.
- f. Details regarding GFE under the TO.
- g. Project management processes and other SOPs.
- h. POCs.
- i. Location of technical and project management documentation.
- j. Status of ongoing technical initiatives.

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- k. Appropriate contractor-to-contractor coordination to ensure a seamless transition.
- l. Transition of Key Personnel.
- m. Schedules and milestones.
- n. Actions required of the Government.

The contractor shall also establish and maintain effective communication with the incoming contractor/Government personnel for the period of the transition via weekly status meetings or as often as necessary to ensure a seamless transition-out.

The contractor shall implement its Transition-Out Plan NLT six months prior to expiration of the TO.

C.5.3 TASK 3 – CYBER TRAINING ACADEMY (CTA) OPERATIONS AND ADMINISTRATION

The contractor shall perform the duties and responsibilities of operations and administration of the CTA. This may include, but is not limited to, back/front registrar office support, program accreditation maintenance, strategic communications, marketing/graphics, and website maintenance.

C.5.3.1 SUBTASK 1 – ACADEMY CERTIFICATION AND ACCREDITATION SUPPORT

The contractor shall perform all tasks necessary to prepare for, maintain, and expand the Academy's certifications and accreditation(s) for courses and curriculum. The contractor shall increase acceptance, validation, and integration of the Academy's courses, courseware, and training offerings into the DoD and USAF. The contractor shall report any risks to maintaining certification and accreditation to the Academy's various certifications as soon as any risks are identified.

In addition, the contractor shall:

- a. Maintain the COE certification including supporting the Academy's current COE Self-Study by keeping it current, relevant, and consistent with COE's requirements.
- b. Maintain the ACE accreditation by reviewing and re-assessing courses in accordance with ACE requirements.
- c. Maintain the IACET accreditation including ensuring courses are designed and developed in accordance with ANSI/IACET standards and can issue CEUs for Academy courses and various training materials.
- d. Ensure applicable courses align to the Defense Cyber Workforce Framework and NICE frameworks, standards, and best practices.
- e. Ensure applicable courses align to various commercial certifications (e.g., Network+, Security+, Encase Certified Examiner (EnCE), etc.).

C.5.3.2 SUBTASK 2 – REGISTRAR OFFICE SUPPORT

The contractor shall provide a Registrar Office to serve as the primary focal point for student customer support on behalf of the Academy. The contractor shall provide high-quality customer

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service demonstrative of prompt service, responsive communication, and sensitive to the needs of the Academy's customers.

In addition, the contractor shall:

- a. Serve as the primary POC for student questions, inquiries, and communications.
- b. Manage student registration services for Academy students as well as online student enrollments.
- c. Support registration services on an as-needed basis for dedicated Government site customers.
- d. Provide student records management to include direct support with registrations, withdrawals, questions, and other information requests, as required.
- e. Provide registered students with a welcome packet of information and automated notifications regarding course reminders, schedule changes, and other instructions and guidance that help prepare students for the courses.
- f. Interface directly with Academy customers to gather information on the customer training needs, estimate training demand, and schedule courses as required.
- g. Integrate student records management into the contractor's training system solution (i.e., LMS).
- h. Ensure the protection of student records and information, such as Personally Identifiable Information (PII), in accordance with DoD and USAF requirements.
- i. Track and provide reporting on student data, such as student attendance, student performance, student trending, specific course demands, course cancellations, and student organizational data. Provide statistical reports as recorded in the training system solution (**Section F, Deliverable 19**). Weekly reports are required for the Academy Director and Deputy Director in support of Academy operational reviews by higher headquarters.

C.5.3.3 SUBTASK 3 – GRAPHIC ARTS, MULTIMEDIA, AND DOCUMENT PRINTING SERVICES SUPPORT

The contractor shall provide professional graphic arts, graphic design, graphic editing, document printing, audio/video support, and specialized multimedia support, as needed, in the design, development, maintenance, and updating of all Academy graphic arts, multimedia, and training materials (regardless of delivery modality). The contractor shall ensure all materials are modern, professional, consistent, and of the highest quality possible.

In addition, the contractor shall:

- a. Provide professional graphic arts, graphic design, graphic editing, audio/video support, and specialized multimedia support.
- b. Provide e-learning package development to directly support the generation and maintenance of superior-quality in-residence and online training offerings.
- c. Provide online learning products (such as CyberCasts), adjunct instructional videos, and interactive graphics.
- d. Provide support for all course materials and associated training materials (e.g., books, student guides, student lab manuals, handouts, etc.).

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- e. Support printing, binding, and shipping of all (unclassified) instructional materials (e.g., student guides, instructor guides, etc.).
- f. Design multimedia presentations and materials for use in workshops, resident/mobile education events, training exercises, and marketing forums.
- g. Standardize and edit presentations and course materials and create graphics for presentations, online posts, scenarios, and practical exercises.
- h. Create student handbooks, Compact Disks (CDs), and other exportable event materials.
- i. Provide applicable IT support to implement multimedia presentations.
- j. Conduct routine assessments of all Academy materials and document the findings of these assessments and deliver them, along with any recommended changes, to the Government in writing via the MSR.
- k. Assist in developing content for the Academy's strategic communication efforts to inform and engage the SCCs, USCYBERCOM, DCIOs, and DoD about training offerings, mission support areas, training certifications, and capabilities.

All classified instructional materials (if applicable) that are reproduced shall be approved by the Academy Director or Deputy prior to production for determination on the available capabilities (e.g., Government Publishing Office (GPO), DoD, etc.) to be utilized to support the requirement.

C.5.3.4 SUBTASK 4 – ACADEMY WEBSITE DEVELOPMENT AND MAINTENANCE

The contractor shall develop, maintain, update, enhance, and secure the Academy's public website (www.dcita.edu). As a part of this TO, the contractor shall migrate the website from the managed and hosted environment currently provided into the contractor-proposed environment. The contractor shall ensure the Academy's public website maintains a high standard for security, quality, professionalism, and usability and the content remains up-to-date and relevant to the Academy's standards.

In addition, the contractor shall:

- a. Provide design expertise on the website style, layout, and user experience.
- b. Provide web development and hosting support, as required.
- c. Provide integration support with other training systems (e.g., LMS and Training Platform), as required.
- d. Ensure the website is secured and protects personal or Government information in accordance with DoD/AF cybersecurity policies.
- e. Develop and maintain all documentation associated with the website (e.g., hardware and software maintenance manuals, user manuals, source code, licenses, domain information, etc.) (Section F, Deliverable 38).

C.5.4 TASK 4 – CYBER TRAINING COURSES AND CURRICULUM

The contractor shall provide cyber training courses and curriculum on behalf of the DC3 CTA. The contractor shall design, develop, and maintain courses in support of the Academy's primary domains of training: DCIO cyber training and CMF/CPT training. The contractor shall progress

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the Academy's courses and curriculum, as required, to support expanding customer domains and mission requirements.

As described within the subtasks, the contractor shall be responsible for all phases of the design, development, integration, and evaluation of the Academy's courses and curriculum. The contractor shall provide tailored project management practices, instructional systems development methods, and repeatable processes that serve in the production of all new courses and for major re-developments of extant courses. The contractor shall provide a range of subject matter expertise in development processes, such as technical writing, instructional design, and cyber/technology experts to provide the highest quality deliverables and training.

The contractor is responsible for ensuring all courses are kept up-to-date and relevant, maintained in accordance with the requirements of the course design documents, meet student needs, and reflect the Government's requirements. The contractor is responsible for ensuring all courses align to existing certifications and accreditation requirements as well as aligning to DoD frameworks and standards and additional commercial certifications, as applicable.

C.5.4.1 SUBTASK 1 – DESIGN AND DEVELOPMENT

The contractor shall design, develop, and modify Academy courses and curriculum applying the latest and most advantageous theories, principles, and practices in cyber learning and instruction. The contractor shall ensure courses and curriculums meet the following objectives and outcomes:

- a. Migrate from the current academic/educational focus to a training focus heavily supported by hands-on 'doing' exercises, practices, practice exams, and performance-based assessments that measure and assess the learner's ability to perform specific or integrated tasks. This shall be an iterative migration with DCIO and CPT courses being priority.
- b. Apply immersive hands-on, practical performance components (e.g., exercises, practice exams, practical assessments, etc.), that are configurable, dynamic, and allow for a real-time evaluation of student performance as assessed against the course and/or lesson learning objectives.
- c. Provide the most realistic cyber training possible while simultaneously keeping that training aligned to each course's terminal learning outcomes.
- d. Facilitate routine, repeatable skills development and allow for continued improvement, specialization, and differentiation within the student's cyber career field, enabling matriculation from Apprentice through Master.
- e. Develop courses, exercises, and exams that reflect the student's ability to perform the tasks as intended on the job.
- f. Ensure training is technically relevant, effective, and aligned to industry standards and specific mission requirements.
- g. Incorporate hands-on learning activities, exercises, and assessments using tools and technology (such as Virtual Machines (VMs), Virtualized Networks, and Cyber Training Platform).

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Courses developed for the DCIOs shall be designed and developed in accordance with the AF Instructional System Development (ISD) process unless otherwise exempted by the Government. For exemptions, the contractor shall use the required standards or frameworks of that organization; however, the contractor shall provide the same deliverables regardless of the standard or framework required. For each course developed, the contractor shall provide a project plan identifying a specific WBS, baseline schedule, baseline LOE and resources, and baseline costs associated with the development activities as a part of the IMS (**Section F, Deliverable 7**).

C.5.4.1.1 ANALYSIS

The contractor shall deliver a Course Project Plan (**Section F, Deliverable 21**) for each new course and/or major redevelopment. The contractor shall present the project plan to the Government for review and approval before any further development work is undertaken by the contractor (**Section F, Deliverable 22**). The approved Course Project Plan shall provide the basis for initiating work on any course development and/or re-development effort and for determining project performance, schedule compliance, scope compliance, and cost containment. The Course Project Plan (**Section F, Deliverable 21**) shall be prepared, following the most current and approved DC3 CTA format.

At a minimum, the Analysis phase shall address the following requirements:

- a. Conduct a Needs Analysis.
- b. Identify Target Audience.
- c. Provide an estimated Return on Investment (ROI).
- d. Research the availability of suitable commercial books to be used as the primary student guide.
- e. Provide an accurate LOE required to design and develop the course.
- f. Document the impact of course development on other existing curriculum design and development efforts.
- g. Provide a list of major deliverables expected as a result of the work effort contemplated.
- h. Propose a project schedule (high level to include milestones).
- i. Determine the evaluation and update intervals.

The contractor shall, to the maximum extent possible, utilize commercially available books as student guides/books for all new and re-developed courses. If it is not possible to use an existing, commercially available book, the contractor shall inform the Government of this, in writing, as part of the Course Project Plan. Commercial training materials are provided to the students as needed as a part of in-residence training.

C.5.4.1.2 DESIGN

The contractor shall provide the deliverable Course Design Document (**Section F, Deliverable 23**). The contractor shall complete its Course Project Plan and receive approval by the Government before advancing into the design phase of deliverables. The Course Design Document shall be prepared, following the most current and approved DC3 CTA format.

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At a minimum, the Design phase shall address the following:

- a. Specify the scope of the course.
- b. Define high-level learning objectives (course terminal learning objectives).
- c. Describe the high-level course structure.
- d. Identify resources needed to conduct the course.
- e. Describe alignment to a commercial certification (if applicable).
- f. Provide guidance and methodology for course maintenance and a place to record this activity.
- g. Describe and define the student evaluation and assessment plan.
- h. Provide a course outline.
- i. Describe high-level vignettes to be developed in support of learning outcomes.
- j. Serve as the source authority for the course and course requirements.
- k. Provide points of integration with other systems (e.g., Performance Tracking, Online Training System, Training Platform Solution, etc.).

The contractor shall ensure the design of the courses, being developed and delivered by the Academy to train customers, align to the specific technical and quality standards and policies established by the organization (e.g., USCYBERCOM and the SCCs, USN, etc.). For example, the training developed for an SCC and USCYBERCOM requires technical training standards as reflected in Joint Mission Essential Task List (JMETLs), Joint Cyberspace Training and Certification Standards (JCT&CS), and other similar documentation. The Government's approval of the design documentation is contingent on the adherence to the customer's requirements.

C.5.4.1.3 DEVELOPMENT

The contractor shall perform all activities requisite to the completion of the course development phase for all designed courses and associated courseware. The contractor shall conduct all course development in accordance with the approved course project plan and design document as a primary guide for all course development and maintenance. The course design document must be approved by the Academy Director or Deputy Director before further course development work is commenced. Any changes to the course from the specifications described in the Design Document and Course Project Plan must be approved by the Government before implementation.

The contractor shall ensure all applicable Courseware Essential Deliverables (**Section F, Deliverable 24**) are prepared and delivered for approval by the Government. The deliverables shall be prepared in accordance with the latest DC3 CTA format.

At a minimum, the Development phase shall address the following:

- a. Develop Instructor Guides.
- b. Develop Lesson Plans.
- c. Develop Student Guides (if needed).
- d. Develop Student Lab Manuals (if needed).
- e. Develop Instructional Media (as needed).

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- f. Develop the appropriate Student Assessment Materials.
- g. Request (purchase) equipment/materials for practical class work.
- h. Develop tests, pre-tests, practical tests, written tests, practice performance tests, and comprehensive performance tests.
- i. Develop Student Surveys.

The contractor shall ensure deliverables (such as Student Guides/Lab Manuals and Instructor Guides) utilize commercial textbooks when designed, developed, and delivered by the Academy to the extent possible and practicable. If it is determined that it is not possible to utilize a commercially available course book, the contractor, as part of course development, shall prepare a Student Guide for the course or supplemental material, containing all the requisite information a student would need to be successful in the course. When needed, the contractor shall develop a Student Lab Manual to serve as an adjunct to these commercial books. The lab manual shall describe repeatable exercises and other practical instructional materials, as necessary, and shall be kept current, reflecting changes to courseware (labs, VMs, exercises) as well as changes to the book itself.

The contractor shall ensure Instructor Guides are available for all courses in order to maintain integrity and consistency (over multiple iterations and varying instructional staff) and ensure the learning objectives are defined in the course design document are consistently met. The contractor shall ensure Instructor Guides are appropriate in length, complexity, and detail depending upon the course, the material presented, and learning objectives.

The contractor shall utilize a courseware developer's instructor guide in place of a developed instructor guide for commercial courses delivered at the Academy, such as NET +, SEC+, and others. However, the contractor shall ensure the courseware developer's instructor guide is minimally compliant to the standard for DC3 CTA Instructor Guides. Only courses with Instructor Guides minimally compliant with the most current DC3 CTA Instructor Guides format may be delivered at the Academy (regardless of training location or modality). This requirement does not extend to self-paced, online courses.

The contractor shall ensure the end product of the course development phase is a fully realized cyber training course complete with all requisite instructional materials, ready for delivery to students, regardless of delivery modality.

The contractor shall provide regular updates and communication on course development progress including reviews of content, reviews of instructional materials, demonstrations of associated vignettes, and routine meetings with the content developers and integrators and other project team members (as necessary). The contractor shall ensure the Government has adequate understanding of the project progress and can, if necessary, make changes early enough into the process to ensure the delivered item(s) meet the Government's requirements and avoid unnecessary development costs (time/scope/treasure).

C.5.4.2 SUBTASK 2 – TRAINING CONTENT TECHNICAL INTEGRATION

The contractor shall perform all activities necessary for the integration of courses into training systems and platforms. The integration of training may vary depending on the course

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requirements and course design, customer training environment, and training site location requirements.

In addition, the contractor shall:

- a. Integrate training and courseware with training systems, VMs, training platform, and simulated network environments.
- b. Perform integration testing, as appropriate, to ensure training operates as intended and designed.
- c. Provide assistance, as needed, to instructional staff to ensure integration is properly functioning.
- d. Provision, configure, and integrate training, as required, into specified military and Government systems.

C.5.4.3 SUBTASK 3 – COURSE EVALUATION AND MAINTENANCE

The contractor shall conduct reviews and evaluations, as required, to determine if updates are necessary for delivered courses. The contractor shall review and evaluate content on the basis of its efficacy, relevance, quality, learner engagement, and cohesion to the objectives of the course. The contractor shall perform regular audits of the course materials that solicit feedback from Cyber Instructors and student feedback/input to determine if more immediate updates are required (outside of the annual evaluations).

The contractor shall perform annual evaluations of courses to determine the appropriate course of action for updating course materials and provide a report to the Government on the actions contemplated (**Section F, Deliverable 25**). The annual course review cycle shall not be greater than one calendar year from the previous review cycle as recorded on the course's design document unless otherwise directed by the Government.

The contractor shall audit, edit, update, and make content recommendations to the Government for all courses delivered by the contractor. The contractor shall ensure courseware and curriculum is updated to maintain the highest level of quality and effectiveness. The contractor shall develop a formal process for auditing and editing all courseware, as necessary, for accuracy, completeness, flow, balance, clarity, effectiveness, and utility to the students served. The contractor shall identify recommended changes to course content and specify whether the changes are minor or necessitate a major re-design of the course.

C.5.4.4 SUBTASK 4 – INFORMATIONAL AND EDUCATIONAL RESOURCES

The contractor shall develop and maintain a set of informational and educational resources that engage the Academy's customer base and promote the courses delivered at the Academy (**Section F, Deliverable 39**). This includes, but is not limited to, a portfolio of webinars (referred to as CyberCasts), Discussion Threads, Tutorials, and Emerging Technology articles/news. The contractor shall ensure the contents of its resources remain up to date and relevant in the cyber community. The contractor shall maintain the resources (as needed) in a secure, CAC-enabled portal (as a part of the contractor's DLSS replacement solution).

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C.5.4.5 SUBTASK 5 – DEVELOP AND MAINTAIN A COURSE CATALOG AND CALENDAR

The contractor shall design, develop, and maintain a FY course catalog that provides a comprehensive list of the Academy’s cyber training offerings (**Section F, Deliverable 26**). The contractor shall ensure the course catalog corresponds to the most up-to-date training offerings. The course catalog shall follow the most current and approved DC3 CTA format.

The contractor shall perform all activities to establish a calendar for courses to be delivered at the Academy (**Section F, Deliverable 27**). The Academy calendar shall be developed by directly coordinating with customers (such as DCIOs, SCCs, and USCYBERCOM) to understand the needs and training demand for the FY. The courses shall be scheduled for delivery accordingly. The purpose of this calendar is to meet the needs of the Academy’s primary customer requirements and provide a basis for planning and securing travel for their personnel to attend training.

The contractor shall ensure that the FY calendar for delivery meets customer requirements while providing enough flexibility to allow for additional emergent (unanticipated) course requests (up to 30 percent) every quarter.

The contractor shall also develop, promulgate, and maintain a three month (quarterly) rolling calendar designed to address demands for courses outside of those directly coordinated with Academy customers as mentioned above (**Section F, Deliverable 28**). The contractor shall publish and maintain the rolling calendar via its training system solution (currently provided in the DLSS portal) in a secure portal. The contractor shall provide the capability for students to view the quarterly calendar and request courses via registration. The quarterly calendar shall reflect up-to-date information regarding remaining capacity for each scheduled class and number of students reflected on the waitlist.

C.5.5 TASK 5 – CYBER TRAINING ENVIRONMENT AND CAPABILITIES

The contractor shall perform all tasks required in providing the physical and virtual cyber training environments and capabilities necessary for the successful delivery of cyber training on behalf of the Academy.

C.5.5.1 SUBTASK 1 – CYBER TRAINING CLASSROOMS

The contractor shall provide ten cyber training classrooms and all necessary furniture, equipment, tools, and other materials for delivering training under the TO (unless otherwise specified as a Government site training classroom). To the maximum extent possible, all necessary furniture, equipment, tools, and other materials used in the classroom training environment shall be CFE. Furniture, equipment, tools, and other materials not provided as CFE will be purchased via Tools or ODC CLINs. The contractor shall provide one cyber training classroom (included as a part of the ten classrooms) that resembles a real network operations center commonly found in the DoD. This specialized classroom is intended to be used for capstone related course activities and exercises offering a real-world, on-the-job experience for training. Additional classroom specifications are identified in Sections F and H of the TOR.

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The contractor shall provide classrooms that utilize state of the art tools, technologies, and virtualization capabilities for instructor facilitation and student learning. The contractor shall ensure each student is provided the resources necessary to navigate through the instructor led courses (e.g., computers, monitors, connectivity, course materials, etc.). The goal is to provide students with a modern classroom style experience equivalent to a modern day university classroom/computer training lab.

The contractor shall transition into the final contractor-provided classrooms within 180 calendar days of TOA as described in the transition completion (FOC). The Government will utilize the design submitted as a part of the contractor's proposal as the final inspection and acceptance criteria. Major modifications to the classroom design document, provided as a part of the proposal, shall be submitted in writing to the Government at least calendar 90 days prior to final acceptance/delivery of the classrooms (**Section F, Deliverable 40**).

C.5.5.2 SUBTASK 2 – DISTANCE LEARNING SUPPORT SYSTEM (DLSS) REPLACEMENT

The contractor shall provide a solution to replace all current functionality provided through the extant system called DLSS. The replacement solution shall be as robust, scalable, and effective as the Academy's current DLSS. The contractor shall provide (to the maximum extent possible) an out-of-the-box based solution. This solution should limit the need for customization and reduce the need of using multiple systems and duplicative functionality/reduce redundancies. The contractor shall ensure the proposed solution maximizes cost efficiencies in maintenance and remains scalable to meet the increasing student demand over the course of the TO.

The contractor is fully responsible for the design, development, hosting, operations, maintenance, updates, and security of the DLSS replacement system. The contractor-provided solution shall integrate or make interoperable with other systems (e.g., Cyber Training Platform, etc.), as necessary, all of the described capability requirements.

The migration from the current DLSS to the replacement solution shall enable the integration of the course content from the extant system into the contractor-provided solution within 180 calendar days from TOA without interruption to course delivery. The contractor shall develop and maintain all system documentation (e.g., software design documentation, architecture design, interface design, source code, programming procedural design, end user manuals, DODAF, etc.) (**Section F, Deliverable 14**).

C.5.5.2.1 DLSS SYSTEM REPLACEMENT CAPABILITY REQUIREMENTS

The contractor shall provide a solution that meets a minimum set of capability requirements the Government is seeking as a part of the DLSS replacement solution. The contractor may propose, as necessary, additional capabilities that support the Academy's training objectives and support student registration and administration, training (in-residence and online), and performance monitoring and testing.

At a minimum, the capabilities shall:

- a. Provide secured access via CAC.

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- b. Provide student registration and enrollment services for all Academy students; online and resident.
- c. Provide secure web services and public web services.
- d. Provide a course calendar showing the Academy's entire course delivery schedule for the appropriate FY.
- e. Track the number and specific type of courses accessed by users.
- f. Track the overall percentage of the courses accessed.
- g. Track enrollments by course.
- h. Track course completions and distinct associated course completions such as completing courses that comprise a larger curriculum.
- i. Track training hours completed.
- j. Track duration of online and web-based training delivered.
- k. Track enrollment demand versus classroom capacity to facilitate/guide the optimization of the course calendar to customer requirements.
- l. Launch and deliver coursework accessible to in-residence, online, and MTTs as necessary.
- m. Integrate or be made interoperable with the cyber training platform and other ancillary training systems, as necessary.
- n. Generate automatic reporting of student course performance, at routine and possibly variant time intervals, and electronically distribute these reports to the DCIOs, SCCs and USCYBERCOM J7 in a format conducive to ingestion of the data contained in these reports into the respective student record systems of the organizations listed.
- o. Generate custom reports, as directed by the Academy Director and/or Deputy Director, on a routine and as-needed basis.
- p. Support a digital library of course materials, texts, and virtual cyber training offerings to students (e.g., CyberCasts, Articles, etc.)
- q. Import, retain, and maintain all current student training records maintained in the Academy's existing DLSS as well as new student records. The system shall meet common DoD, USAF, and Federal information security standards consistent with the type of information stored in the system.
- r. Provide real-time or live, synchronous accessibility of the student performance data, student progress tracking, particularly with respect to student training activities supported by and through the virtualization capability. To wit, as students perform exercises and activities (to include performance assessments) in the environment, the system must be able to track student performance against established performance objectives/criteria and provide instructors and Government staff the ability to monitor that performance in real-time.
- s. Provide tracking and reporting of student progress through exercises, practice exams, and final exams.
- t. Provide analytics showing student performance in courses, student course survey results, trend analysis of student performance in courses (to facilitate the identification of which courses are working and which are not), as well as future cyber training requirements.

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- u. Seamlessly integrate/access course registration and student records components of another LMS or student training records systems used by the USN.
- v. Scalable to meet increasing demand for Academy training.
- w. Seamlessly integrate with the contractor-provided content management system.
- x. Provide real-time or live, synchronous monitoring and automated assessment of student progress through course labs, exercises, practice modules, and performance assessments.
- y. Provide intelligent and adaptive student tutoring and guidance that makes recommendations to students and adjusts content difficulty based upon student performance in training exercises, vignettes, practice exams, etc.
- z. Provide robust virtualized computer and network training environments capable of supporting the integrated delivery of the primary content instructed.
- aa. Deliver distance/online cyber training with support for mobile devices.
- bb. Work seamlessly with a public website and a secure, informal learning portal accessible via commercial internet.
- cc. Operate as the system of record for all student records.
- dd. Adheres to all applicable DoD, USAF, and Federal system security and data integrity requirements necessary for such systems and include data backup, restoration, and continuity of operations capabilities (unless otherwise directed by the Government in writing.)
- ee. When fully implemented, the contractor shall have the ability to monitor student performance through courses, assess their performance against established standards, and identify training gaps or weaknesses that can be used to improve extant courses, recommend additional courses, and guide the further development/improvement of training system capabilities.

C.5.5.2.2 ONLINE TRAINING CAPABILITIES

The following section provides a minimum set of capability requirements the Government is seeking as a part of the replacement to its online training solution. The contractor shall provide a replacement solution for the current online training functionality. The contractor shall provide an online training solution to deliver online courses, video/audio content delivery (CyberCasts), and self-guided cyber training.

At a minimum, the capabilities shall:

- a. Provide secured access via CAC.
- b. Work seamlessly with other functionality/capabilities, such as registration services, performance assessments, cyber training platform, and professional education materials.
- c. Integrate cyber labs, student assessments, and courseware such that it is capable to support the delivery of Academy courses delivered via MTTs.
- d. Provide delivery of online course materials to at least 200 concurrent users, regardless of course dependencies (e.g., VMs, etc.).
- e. Support simultaneous MTT delivery of up to three concurrent iterations of courses anywhere within the Contiguous United States (CONUS).

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- f. Provide direct access to/through a public website and a secure, informal learning portal accessible via commercial internet.
- g. Maintain Sharable Content Object Reference Model (SCORM) compliance.
- h. Provide capability for Cybercasts and other Short Training Videos (i.e., less than five minute duration).

C.5.5.2.3 STUDENT HELP DESK SUPPORT

The contractor shall provide help desk support 24 hours per day, seven days per week, and 365 days per year (24x7x365) for the new, replacement DLSS solution. The contractor shall provide help desk support to Academy trainees around the globe and in every time zone.

In addition, the contractor shall:

- a. Provide customer support that offers a human interaction to resolve support issues in the system.
- b. Provide support to assist students with all system related issues, such as system registration issues, difficulties accessing courseware in the system, and issues accessing/using VMs and virtual environments utilized in the course.
- c. Ensure all student help requests are tracked from receipt through resolution.
- d. Escalate requests that cannot be resolved by the help desk to technical support personnel capable of addressing the student's requests.
- e. Provide a weekly log of all help desk requests to the Government as a component of the contractor's weekly status report.
- f. Provide acknowledgement to customers, within 30 minutes of receipt, containing a written summary of the issue and the next step in resolution.
- g. Provide the customer a written response when the request has closed.
- h. Identify trends in help desk requests, such as system errors, registration process issues, bugs, or others, and recommend solutions to resolve issues.

C.5.5.3 SUBTASK 3 – CYBER TRAINING PLATFORM

The contractor shall provide a solution for training students in the areas of cyber using a more hands-on learning experience with simulated real world environments. The contractor shall provide a solution that can be customized or tailored to role-based or team-based exercises. The contractor shall ensure the solution couples appropriate courseware and allows for task-oriented training of the course material in a crawl-walk-run approach. The contractor's solution shall provide students the ability to progress through courseware, progress through course exercises, practice vignettes, and practice practical assessments via a blended instructor/automated agent guided mentorship approach that supports the progress of a student from novice through expert. The contractor shall ensure that the solution allows students to automatically adjust difficulty levels depending upon the experience and expertise levels of students matriculating through a course.

The contractor shall provide a solution capable of supporting courseware delivery through in-residence, online, and MTTs. The contractor shall provide a solution that links training activities

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and technical performance to instructional materials in a transparent manner. All courseware developed and deployed in this system shall be of standard configuration and type sufficient to allow for the import and utilization of the training components in the system (such as VMs and course content) across different platforms. The contractor shall develop and maintain all system documentation (e.g., software design documentation, architecture design, interface design, source code, programming procedural design, end user manuals, DODAF, etc.) (**Section F, Deliverable 14**).

In addition, the training platform solution shall (at a minimum):

- a. Provide secured access via CAC.
- b. Support a minimum of 200 concurrent users at any given time regardless of user location.
- c. Provide scalability to support steadily increasing training demands.
- d. Seamlessly integrate into in-residence equipment, online training, and MTT training delivery.
- e. Be hosted, operated, and maintained by the contractor.
- f. Provide virtual environments ranging from single workstations of various configurations through enterprise level architectures complete with switches, routers, firewalls, etc.
- g. Generate and inject ‘malicious’ traffic into virtualized training environments to support training.
- h. Be easily configurable to the variant requirements of the Academy’s courses.
- i. Provide the ability for instructors to easily integrate course learning content and create exercises, role-based scenarios, evaluations, and examinations in support of the course learning objectives.
- j. Support vignette creation based on course learning objectives.
- k. Be scalable and able to integrate with other systems and functionality, such as the student enrollment system, performance tracking system, online training system, etc.
- l. Be accessible for training in-residence, online students, and MTTs.
- m. Provide individual exercises or scenarios that test the student’s knowledge and skills in the particular course.
- n. Provide the ability for classroom instructors to monitor and assess a student’s actions (i.e., key strokes, etc.) while progressing through an exercise or test.
- o. Provide the ability to export student performance data.

C.5.5.4 SUBTASK 4 – PLANNING, IMPLEMENTATION, MIGRATION AND OPERATIONS AND MAINTENANCE (O&M)

This subtask provides requirements for the planning, implementation, migration, and O&M of the DLSS Replacement and Cyber Training Platform. The contractor shall develop and deliver a System Project Plan (**Section F, Deliverable 29**) that outlines the scope, major milestones, schedule, and resources required to develop and implement the DLSS Replacement and Cyber Training Platform. The System Project Plan shall include scheduled presentations and demonstrations of the solution to the Government as it progresses through its major milestones

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(e.g., design, testing, prototype, and deployment). The System Project Plan shall be incorporated into the IMS and Baseline Reviews and adhere to the standard CTA format.

The contractor shall, in parallel with the development and implementation, assume operations and maintenance of the existing systems (i.e., DLSS). The contractor shall assume the primary role of O&M provider of the existing systems following the 90-day transition-in period.

The contractor shall migrate applicable content from the extant system (e.g., student records, courseware, course content, course materials, training artifacts, training videos, and other information), as required. The contractor shall ensure the complete migration of system services is seamless to the user community and no training service disruptions occur. Iterative updates to the courses will occur throughout the period of performance of the TO based on new courses and/or major re-designs.

The contractor shall provide a final solution and demonstration of the solution to the Government NLT 180 calendar days following TOA (**Section F, Deliverable 30**). The Government will inspect the final solution to ensure it meets the intended capability requirements proposed as a part of the proposal. Upon inspection and approval by the Government, the contractor shall fully deploy the solution ensuring appropriate testing has been conducted to minimize disruption to services.

The contractor is responsible for ensuring the user experience and performance (i.e., availability, responsiveness, usability, etc.) of the solution maintains the highest quality standards no matter the location of the student. As the solution provider, the contractor is responsible for the performance of local/IT networks related issues that affect the performance of the system. The performance of the solution will be measured based on the metrics identified in the AFDP, and any adverse impacts to the Academy's business may result in withholding contractor payment.

The contractor shall immediately report any security incidents, improprieties, unauthorized activities, or unscheduled system downtime to the FEDSIM COR, Academy TPOC, Academy Director, and Deputy Director within one hour of discovery of the incident.

C.5.5.5 SUBTASK 5 – SECURITY

The contractor is responsible for the security of all equipment, systems, networks, etc. used in support of the TO. That includes physical and virtual equipment and materials. The contractor shall ensure sensitive Academy data, such as PII, courseware, VMs, student records, etc., are properly stored, managed, protected, and sanitized when the system is no longer being used in accordance with Federal and DoD policies, procedures, and directives. The contractor shall ensure systems comply with DoD Policies.

The contractor shall ensure systems adhere to NIST 800-53 DoD Risk Management Framework standards. The contractor shall ensure the systems obtain Authorization to Operate (ATO) with conditions at 180 calendar days and a full ATO within 365 calendar days of TOA. Upon delivery, the systems shall have all red controls (i.e., category 1) and all yellow controls (i.e., category 2) compliant. A POAM is required to be submitted upon delivery.

C.5.5.6 SUBTASK 6 – LIFE CYCLE MANAGEMENT

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The contractor shall provide life cycle management activities associated with the equipment and training systems used in support of this TO. The contractor shall ensure the Academy maintains a state-of-the-art standard, equipped with current, modern systems capable of delivering the Academy's training offerings at any location or online effectively and efficiently. Contractor-provided equipment shall be refreshed, as needed.

C.5.6 TASK 6 – CYBER TRAINING DELIVERY

The contractor shall deliver training to customers worldwide via in-residence training, online training, and through MTTs (in task 8). The contractor shall provide the preponderance of in-residence and online training for DCIO and Counterintelligence (CI) courses and customers, and CPT courses for the SCCs, USCYBERCOM, and CMF personnel at the contractor's training environment located in the NCR.

The contractor shall provide qualified training instructors utilizing a variety of training methods and capabilities as dictated by the approved course design. The contractor shall leverage the instructor's expertise in the technical field of training as well as the instructor's feedback to support changes that enhance the training curriculum and improve the instruction of courses. All instructors delivering training shall have scored a 90 percent or higher on course exams for which they are scheduled to deliver and provide test results prior to the scheduled course.

C.5.6.1 SUBTASK 1 – IN-RESIDENCE (ACADEMY) TRAINING

The contractor shall deliver in-residence training using a variety of methods and tools in accordance with the approved course plans. The contractor shall primarily use hands-on performance-based exercises, practice scenarios, practice performance exams, and final performance assessments. The purpose of these methods and tools is to allow the student to perform the tasks taught in a structured manner colloquially referred to as crawl-walk-run model.

In addition, the contractor shall:

- a. Perform principal duties as an in-residence instructor.
- b. Provide instruction/facilitation of course material incorporating current adult learning experiential methods.
- c. Provide instructional styles, presentations, and methods/practices that effectively support the course goals and learning objectives.
- d. Provide additional instructor assistance, as needed, in accordance with course design document.
- e. Assist students, as necessary, in course material and exercises.
- f. Assign student evaluations and conduct course assessments.
- g. Manage and distribute course certifications.
- h. Use the integrated training solution to facilitate training based in virtualized computers, virtualized networks, malicious network traffic, etc.
- i. Monitor student progress and assess performance throughout the training.

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C.5.6.2 SUBTASK 2 – ONLINE TRAINING

The contractor shall deliver online training, utilizing the existing online platform until replaced, as well the proposed online training platform to be implemented. The courses delivered online may vary from in-residence courses based on the course design and availability of capabilities for an online setting.

In addition, the contractor shall:

- a. Perform principal duties as an online training instructor.
- b. Leverage the online training system features/capabilities to assist students throughout the course.
- c. Provide instruction/facilitation of course material incorporating current adult learning experiential methods in online instruction.
- d. Provide instructional styles, presentations, and methods/practices that effectively support the course goals and learning objectives.
- e. Monitor student progress throughout the course and provide assistance, as necessary, in course material and exercises.
- f. Use all available capabilities to facilitate scenario-based training and hands-on training in virtualized computers, virtualized networks, malicious network traffic, etc.
- j. Monitor student progress and assess performance throughout the training.
- k. Assign student evaluations and conduct course assessments.
- l. Manage and distribute course certifications.
- g. Ensure that all current online courses offered at the Academy are SCORM compliant and contain dependencies including High-Definition (HD) video capability and VMs.

C.5.6.3 SUBTASK 3 – COURSE DELIVERY REPORTING

The contractor shall compile a monthly Course Delivery Report (CDR) (**Section F, Deliverable 31**) identifying all courses delivered that month, summarizing Likert responses (if applicable), describing student populations served (e.g., service, organization, functional element, etc.), documenting performance results for each, and identifying problems, concerns, or recommendations. The CDR shall be provided to the Director and Deputy Director within five working days of the beginning of each month.

In addition, the contractor shall compile a bi-annual report (**Section F, Deliverable 32**) that tracks student performance, comments, and change requests per course. These reports will also include appropriate graphs, charts, and similar visual information to provide an at-a-glance executive analysis of student performance, satisfaction, and change requests. Reports shall include (at a minimum):

- a. Student organization and organizational sub-component.
- b. Aggregated Likert responses per question, per course (not individual iterations) delivered during the reporting period.
- c. Instructional staff delivering the course during that reporting period.
- d. Staff responsible for the content development of the course.

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- e. Method of delivery (i.e., in-residence, online, or mobile).
- f. Performance of computers, networks, VMs, and any other technologies used in support of the delivery of the course. Where performance issues are identified, the training content developers and technical integrators shall provide an analysis of the issues encountered by students and remediate steps taken and/or recommendations to improve performance of these systems in the future.

The contractor shall provide course evaluations and survey instruments superior to those currently in use at the Academy. The current surveys and evaluations should be considered the minimally acceptable standard for use at the Academy.

C.5.6.4 SUBTASK 4 – STUDENT SURVEYS

The contractor shall conduct student surveys (**Section F, Deliverable 33**) for all Academy students. The contractor shall ensure that students attending and completing training at the Academy are required to complete a formal student survey prior to receiving a course completion certificate. Each of the survey areas will be measured performance areas in the AFDP.

In addition, the contractor shall:

- a. Develop surveys that accurately measure the comprehensive quality and effectiveness of the course to include its instructional materials, instructional delivery, and the technical performance of networks, computers, VMs, etc. used as part of the course.
- b. Incorporate/imbed the student evaluations into the training system/online training system.
- c. Provide evaluations to the Government on an as-needed basis.
- d. Collect survey results and student comments and incorporate results into a monthly reporting of course delivery. Student comments shall not be summarized or edited in any way. The aggregation and visual display of survey data collected in the form of Likert responses to questions may be aggregated and displayed visually.
- e. Make recommendations to the Government based on student surveys to improve the quality of course content and delivery.

C.5.7 TASK 7 – USN CIWT TRAINING

The USN CIWT is a major customer within the Academy's portfolio. The Academy delivers onsite Subject Matter Experts (SMEs) for two separately located CIWT Information Warfare Training Commands. IWTC provides training to prepare Navy and joint service personnel to conduct information warfare across the full spectrum of military operations. As a part of this TO, the contractor shall provide training support onsite at the IWTC facilities located in Corry Station – Pensacola, FL and Norfolk, VA. All USN locations provide Government-owned, furnished, and equipped facilities with fully provisioned classrooms. All classroom networks, computers, computer systems, and associated IT systems are provided by and are the responsibility of the USN. A list of unclassified GFE is provided in Section J, Attachment I.

In general, work performed on behalf of the USN training efforts shall be performed by personnel physically located onsite. All hours/costs associated with performance at USN locations shall be tracked and identified separately within the contractor invoices from other

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performance locations under the TO. The contractor shall provide transparency with respect to the billable hours and associated work activities performed by each of the invoiced contractor personnel. The contractor shall provide monthly status reporting data to be included in the overall MSR (**Section F, Deliverable 4**).

C.5.7.1 SUBTASK 1 – DEVELOPMENT AND MAINTENANCE

The contractor shall provide dedicated project management support for the USN training efforts. The contractor shall develop, update, and maintain USN courses and curriculum as required. All training shall adhere to Joint Cyberspace Training Standards (JCTS). The USN anticipates approximately two new courses to be developed annually. Each course developed requires a project plan identifying a specific WBS, schedule, LOE and resources, and cost estimates (**Section F, Deliverable 20**) associated with the development activities.

The contractor shall:

- a. Provide all subject matter expertise including project management, instructional systems design, and course/curriculum development support staff, as required.
- b. Develop courses to conform to standards of learning and align courses with USN and Naval Technical Training Center standards.
- c. Conduct audits of courseware and content, build course control documents, and develop test versions, as required.
- d. Update and maintain existing courses and student guides to ensure spelling, technical information, and other content remains relevant, current, and accurate.

C.5.7.2 SUBTASK 2 – INSTRUCTIONAL DELIVERY

The contractor shall provide onsite instructional delivery for USN-related courses. The contractor shall provide at least one instructor for lecture based courses and at least two instructors for lab related course activities. The contractor shall ensure all instructors are in compliance with the CIWT's Instructor Development Guide requirements. Random inspections for instructor compliance will be conducted by the Government. All instructors delivering training shall have scored a 90 percent or higher on course exams for which they are scheduled to deliver and provide test results prior to the scheduled course.

The contractor shall:

- a. Perform instructional delivery onsite including principal duties as an in-residence instructor.
- b. Provide instruction/facilitation of course material incorporating current adult learning experiential methods of instruction.
- c. Provide instructional styles, presentations, and methods/practices that effectively support the course goals and learning objectives.
- d. Assist students, as necessary, in course material and exercises.
- e. Assign student evaluations and conduct course assessments.
- f. Manage and distribute course certifications.
- g. Use USN-provided capabilities to facilitate training-based exercises and assessments.

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- h. Monitor student progress and assess performance throughout the training.

C.5.8 TASK 8 – MOBILE TRAINING TEAMS (MTTs)

The contractor shall provide MTTs in response to short-term requests within CONUS and OCONUS. The Academy will provide advanced notice of the MTT request (on average at least 45 day minimum notice). MTT requests may arise from either Academy or USN CIWT-related efforts. OCONUS MTT support includes, but is not limited to, U.S. Forces stationed at United States Pacific Command (PACOM) and United States European Command (EUCOM), FVEY partners (i.e., Canada, Great Britain, Australia, and New Zealand), NATO allies, and other foreign partners. OCONUS training requirements may require extended travel. For the purposes of this TO, extended OCONUS travel is understood to mean any travel requirement that is in excess of two weeks.

In addition, the contractor shall:

- a. Conduct advance trips and site surveys, as necessary, to determine customer needs and to validate that the customer's facilities will support the delivery of the Academy's courseware (e.g., sufficient power, internet connection, AC).
- b. Provide training in the same manner, using the same content and tools, as the in-residence version of the courses unless otherwise specified in a modification.
- c. Provide modifications to the course material and its presentation as required for the MTT effort. Modifications shall receive approval by the Academy's Director or Deputy Director prior to delivery.

Training delivered OCONUS requires validation by the Foreign Disclosure Officer. The contractor shall coordinate with the Academy Director and Deputy Director in fulfilling this requirement prior to training.

C.5.9 TASK 9 – ADDITIONAL CYBER TRAINING CLASSROOMS (OPTIONAL)

The contractor may be required to provide additional classroom training space for unclassified and classified training. Government requests for additional contractor-provided space may be required for long-term or short-term periods depending upon the request. These locations may include, but are not limited to, Fort Gordon in Georgia (GA); Joint Base Lackland in San Antonio, Texas; and Naval Base San Diego in California. This requirement does not pertain to MTT support at alternative work locations.

The Government will notify the contractor at least three months in advance of the requirement and provide a description of the requirements in writing at least 60 calendar days before the requirement is needed. The contractor shall acknowledge the 90-day notification and respond to the 60-day written request within five workdays of receiving the Government's formal request.

In response to the request, the contractor shall provide the following specifications (**Section F, Deliverable 34**) of the classroom:

- a. Type of classroom space (classified or unclassified).
- b. A full description of the space including square footage to accommodate classroom size demands and pictures (unclassified only).

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- c. List of all CFE or GFE.
- d. Detailed breakout of all known associated costs and potential costs.
- e. Detailed list of associated implementation Courses of Action (COAs).
- f. Schedule for implementation.
- g. Sensitive Compartmented Information Facility (SCIF) accreditation and security requirements as defined by DoD governing/accrediting organization (classified space only).

All specifications shall, at a minimum, demonstrate compliance with the requirements of the written request by the Government. Written approval from the Government is required before the contractor proceeds with acquiring any space. If GFE is used at an alternate work location, the equipment shall be returned to the Government as directed. Additional cyber training classrooms acquired outside of the contractor's facility will be considered an ODC.

C.5.10 TASK 10 – ON-DEMAND CYBER TRAINING SUPPORT (OPTIONAL)

The contractor may be required to provide on-demand cyber training support and capabilities to meet the Academy's unanticipated customer training requests for the DoD, Federal, and International partners. The LOE for this support is considered any unanticipated customer requirements beyond the mandatory training requirements and MTTs. The contractor shall provide the full spectrum of cyber training services and capabilities as required and described within the task areas of the TOR to fulfill customer training requests.

In addition, the contractor may be required to develop custom solutions that enhance and expand the capabilities of the DLSS replacement and cyber training platforms. For example, developing a solution that expands access of the systems to non-DoD CAC users, such as, Personal Identity Verification (PIV) card solution or a username and password, and other authentication methods. The contractor may be tasked to develop separate training environments, firewalled from each other, with a rules based security configuration, to enable the Academy to provide differentiated and isolated areas within the environment for different groups and organizations. The contractor may be tasked to integrate existing systems into another organization's LMS platform.

The Government will notify the contractor at least two weeks prior to the support being needed and provide sufficient details of the requirements in writing. The contractor shall acknowledge the Government's notification and respond to the request in writing within one week of the Government's request (**Section F, Deliverable 35**).

The contractor shall provide as a part of the response (**Section F, Deliverable 35**):

- a. Program management plan for the anticipated requirement.
- b. Expected labor costs and LOE associated with the requirement.
- c. Complete schedule of the requirement.
- d. Resources to be used and/or acquired for the requirement.
- e. COAs for implementation of the requirement.
- f. Risks and mitigations.

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